



Formation Needs:

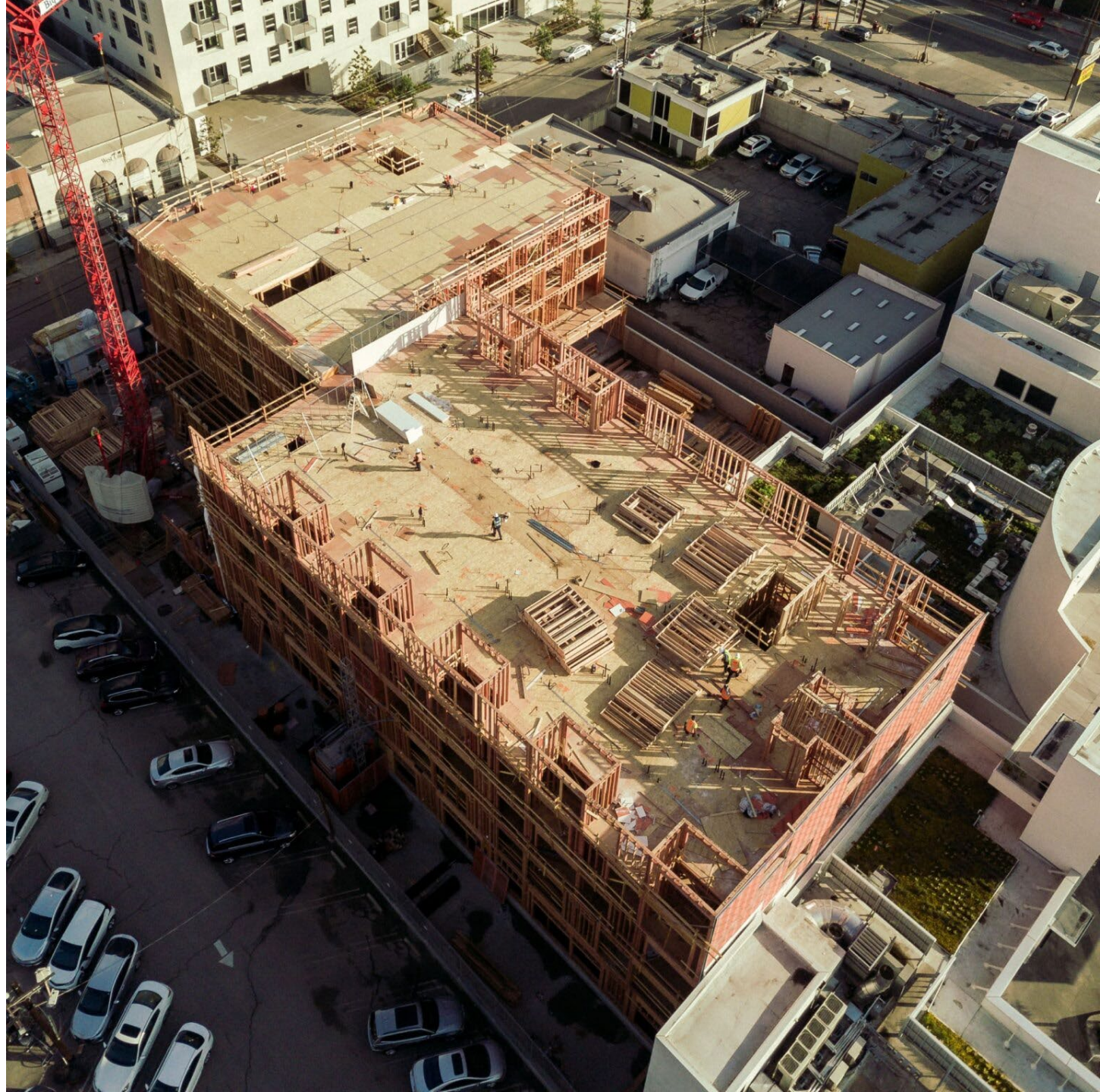
Update on Key Priorities for LACA HSA's
Operations and Structure

UPDATED DRAFT #1

Budget and Administrative Executive Ad-Hoc Board Meeting
May 20, 2024

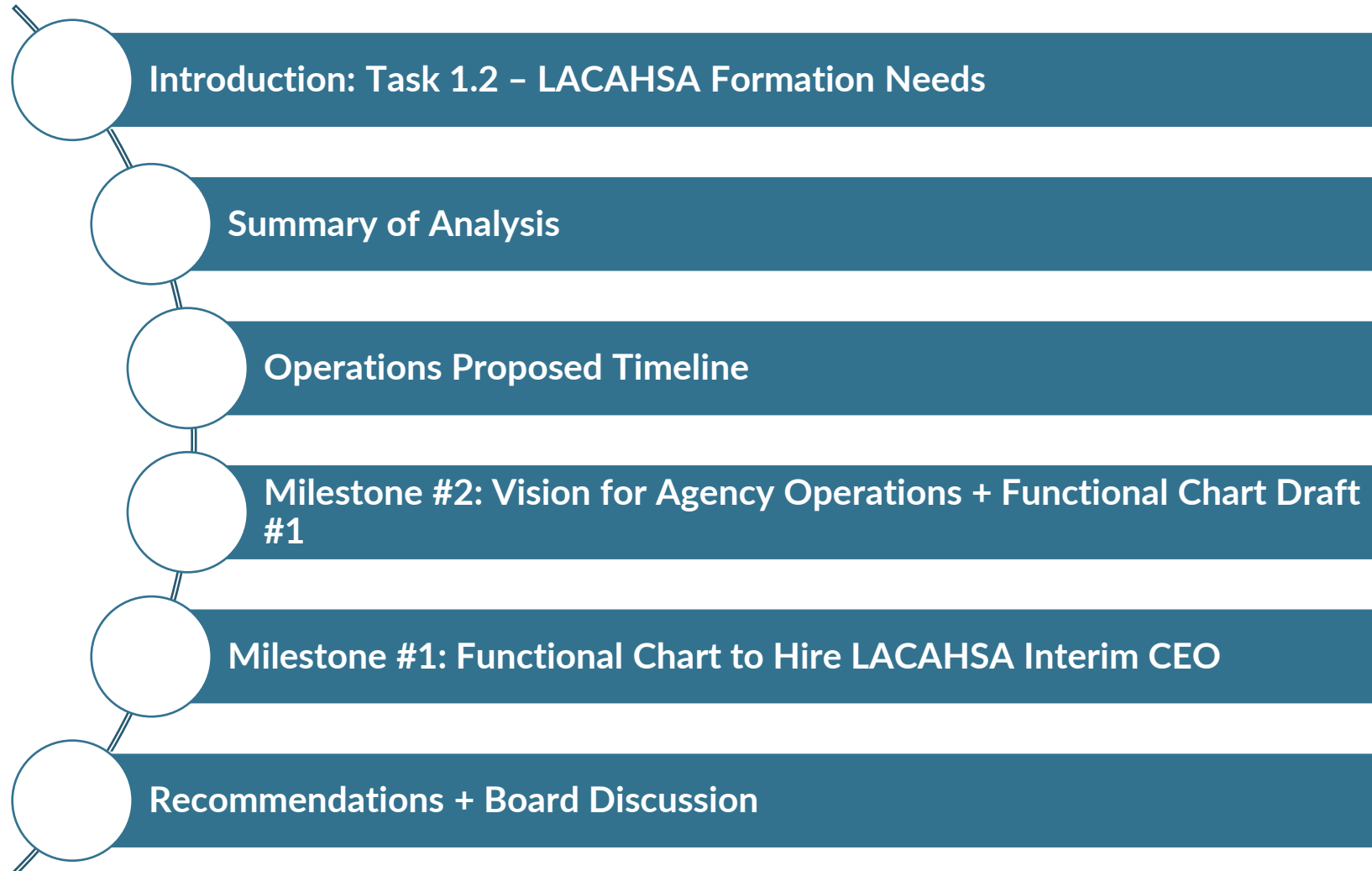


Presenter:
Global Policy Leadership Academy (GPLA)
<https://gpla.co>



Agenda

LCAHSA Board Meeting
May 29, 2024



Task 1.2 Overview:

LACAHSA's Formation Needs

Task 1.2 Deliverable:

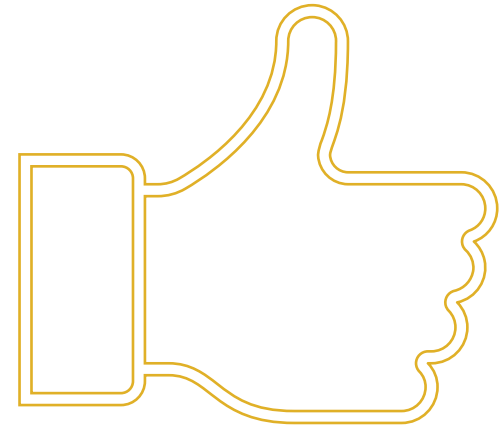
Creation and presentation to LACAHSA Board of a written Project Plan for LACAHSA Operations and Program Support with sample scenarios and recommendations for governance and operations.

- **Scenario 1: Government Incubator**
Partnerships with a government entity to provide temporary core services and incubation support until LACAHSA has more staff infrastructure.
- **Scenario 2: Private Non-Profit or Foundation Fiscal Sponsor and potential in-kind support.**
Secure private partner(s) for services and incubation support for LACAHSA while LACAHSA staff infrastructure is established.
- **Scenario 3: Transition to Permanency**
Create the permanent structure for LACAHSA as an operational, stand-alone government agency. This will involve beginning to incur start-up and ongoing administrative overhead costs and soliciting and securing third-party consultants.

Summary of Analysis: LACAHSA's Formation Needs

LACAHSA CAN:

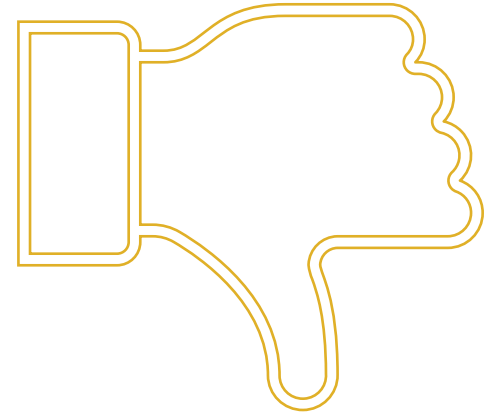
- Hire the CEO and IG directly and contract for other professional services
- Utilize a government incubator (e.g., LA County Auditor-Controller) to provide the necessary infrastructure to hire an interim CEO
- Secure an interim CEO through three pathways
 - Employment Contract
 - Memo of Understanding (MOU)
 - Special Services Contract (with an individual)
- Create a public benefit corporation through a joint powers authority (JPA) to carry out tasks



Summary of Analysis: LACAHSA's Formation Needs

LACAHSA CANNOT:

- Utilize a private fiscal sponsor/incubator to provide “core government functions,” which include:
 - Chief Executive Officer (CEO)
 - Inspector General (IG)
 - General Counsel (GC)
 - Board Secretary
- Hire the same person to fulfill CEO and IG responsibilities (i.e., CEO and IG are separate roles)



Summary of Analysis:

Task 1.2 Direction Post Analysis

Based on the analysis, focus on what's necessary for the CEO hire, and the operational scenarios will follow that hire (if the activity is not a core government function)

- Answer the following key questions:
 - What is needed for LACAHSAs to be operational? Both for the bigger vision of LACAHSAs and what is most essential to get the CEO hired.
 - What are the capabilities/skill sets LACAHSAs needs in the near term?
 - What are the things that would be most helpful to have in-house vs. what is external? What are public agency best practices (functions for in-house vs. outsourced)?

Summary of Analysis: Division of Core Functions

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Other Core Government Functions

- Inspector General (IG)
- General Counsel (GC)
- Board Secretary

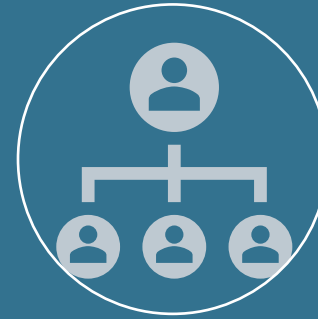
Citizen's Oversight Committee

- Consider/approve annual expenditure plan.
- Lead review of all projects and programs every 5 years, with COC and agency.



Governing Board

- Board Governance
- Financial Oversight
- Personnel and Labor Contracts
- Strategic Planning
- Citizen's Oversight Committee



CEO

- Operational Governance
- Financial Oversight
- Staffing and Contracting
- Strategic Planning
- Programming

Innovative • Collaborative • Transformational

Inspector General:

- Report quarterly on expenditures.
- Receive COC applications.
- Select COC members by date set by Board.

Professional Services Providers

- Communications, Marketing, and Engagement
- Financial Management and Accounting
- Legal Counsel and HR
- etc.

Operations Proposed Timeline

Task 1.2 : LACAHSAs Operations

- Develop LACAHSAs Operations Scenarios
- Further research and refinement of LACAHSAs Operations Scenarios

May 2024

Interim CEO Search Infrastructure

- Present Summary of LACAHSAs Operations Research + Recommendations
- Board Discussion
- Continue to progress on LACAHSAs Formation

1-6 months

LACAHSAs Transition to Permanency

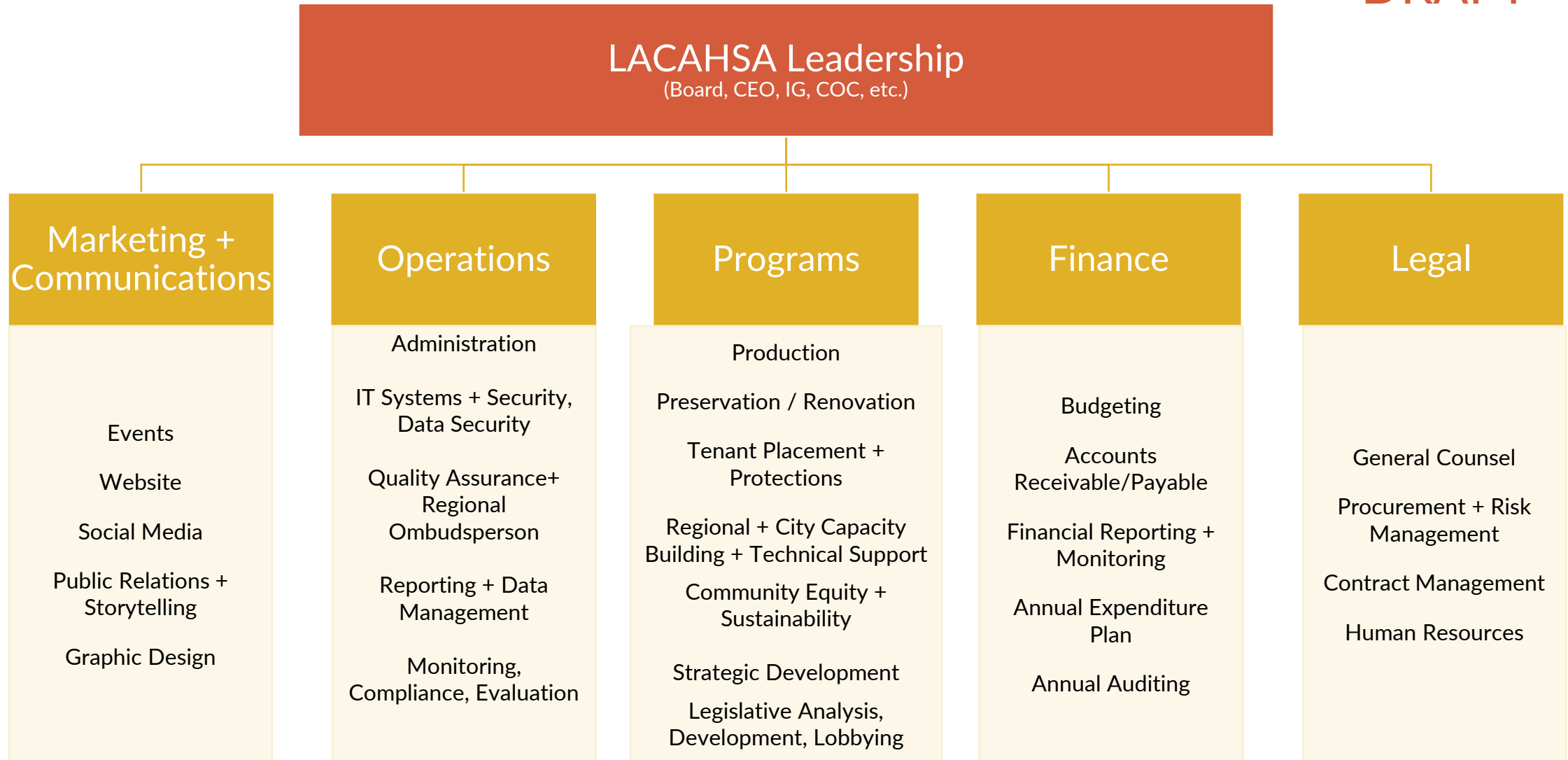
- Strategic planning (e.g., 5-year plan)
- Hire IG, general counsel, board secretary, and staff
- Form Citizen's Oversight Committee
- Engage professional services and hire staff

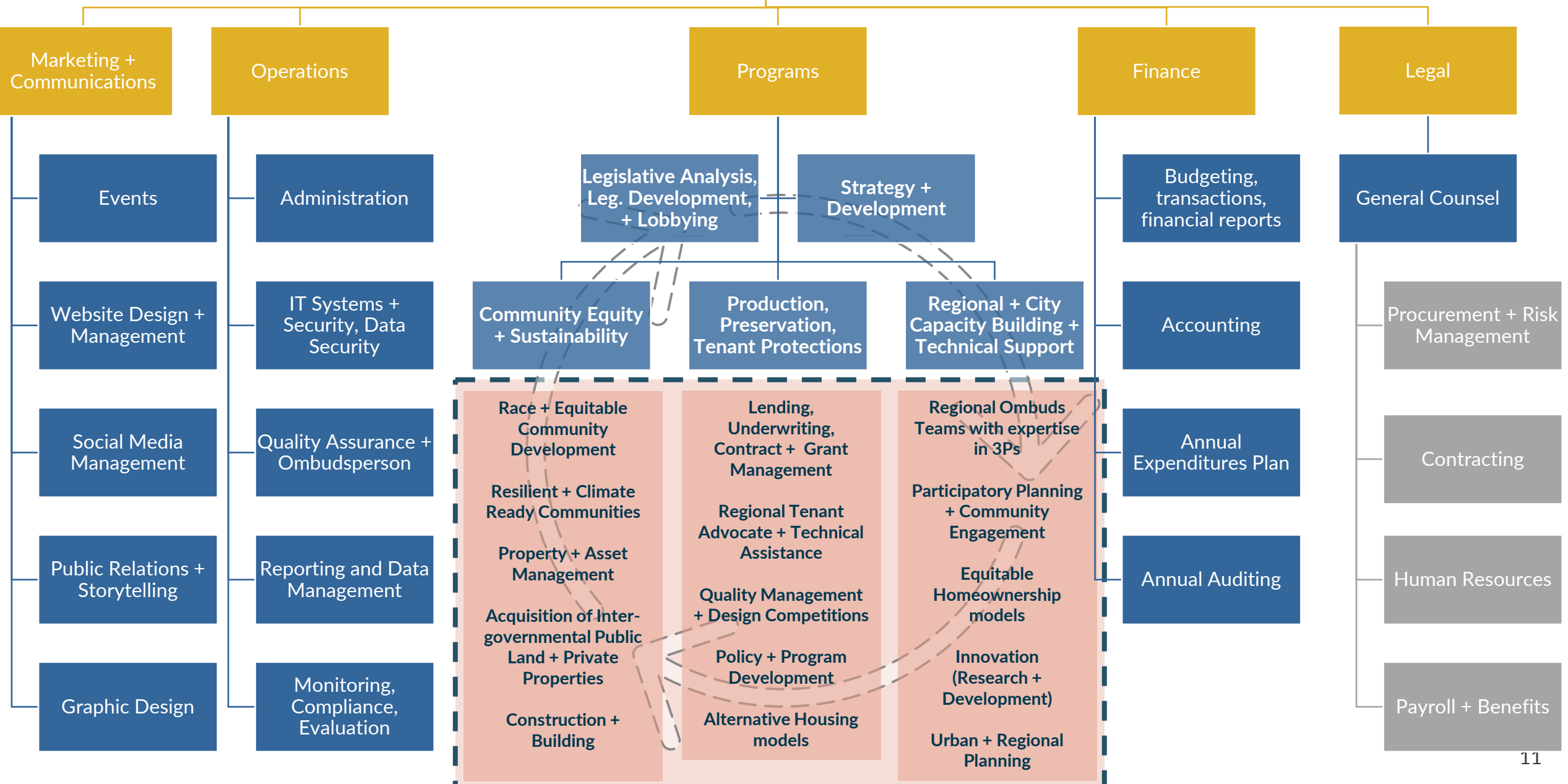
Post-CEO hire



LACAHSA Functional Chart VISION

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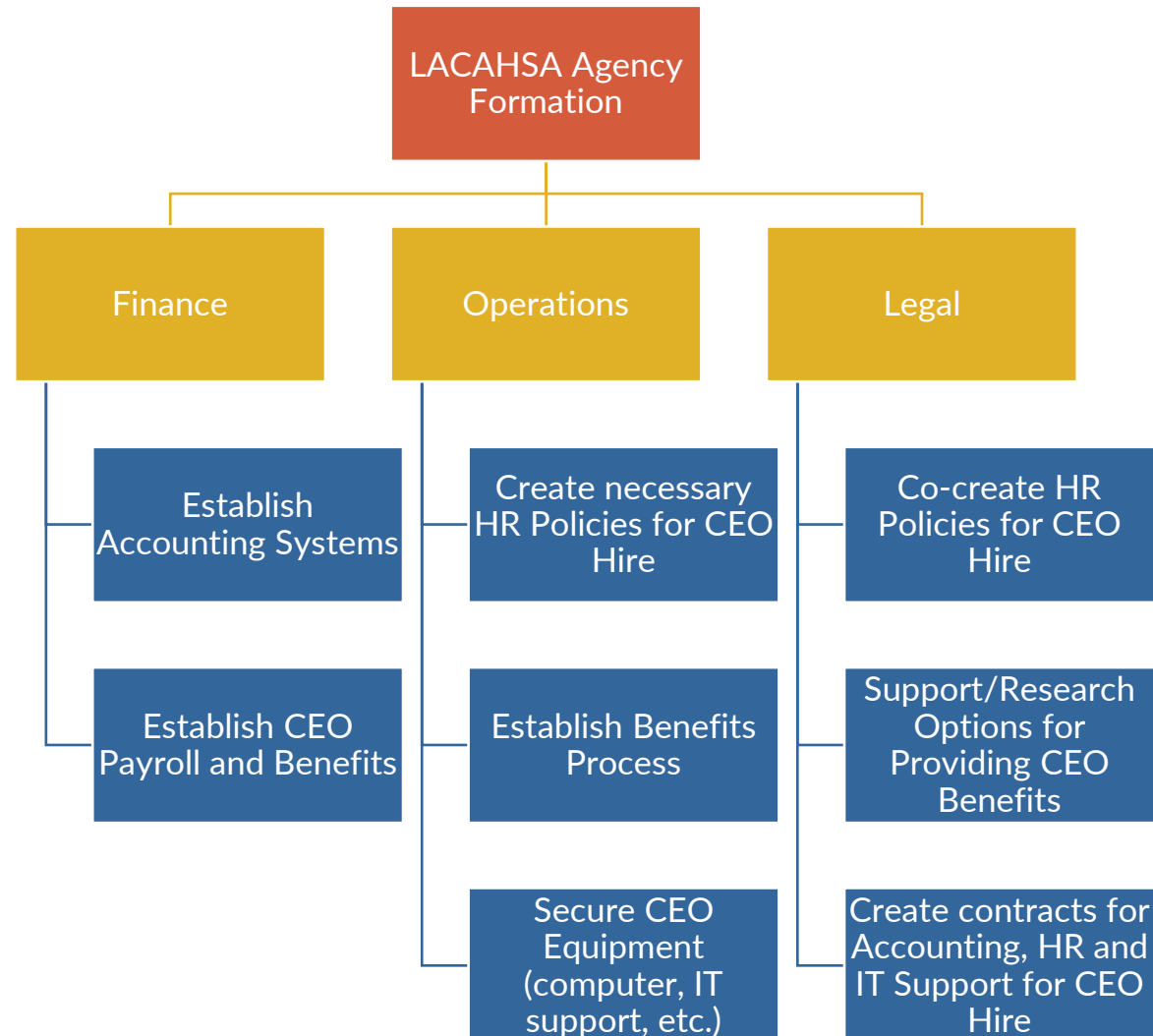




LACAHSA Functional Chart + Actions

For CEO Hire on Onboarding

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Recommendations on Role Sharing: Retaining Institutional Knowledge (Example) **DRAFT**

In-House Roles

- **Oversee Overall Agency Development**
- **Develop + Oversee Professional Service Solicitations and Contracts**
- **Drive Policy + Program Development with Public Participation**
- **Finalize + Present Board Reports**
- **Staff Committees (as needed)**

Outsourced Roles

- **Support Strategic Research + Planning**
- **Facilitation + Project Coordination**
- **Public Outreach Support/Planning**
- **Support Program Design + Development**
- **Contribute to Draft Board Reports**
- **Support Committee Staffing (as needed)**

*Recommendations for Consideration

**Pending Committee's Recommendation to the Board for the Interim CEO Hire*

Introduce the following motion at the 5/29 Board meeting:

1. That the Ad Hoc Executive Committee be authorized to **finalize and enter into an MOU with LA County Auditor Controller** for LACAHSAs operations to hire the Interim CEO.
2. That the Ad Hoc CEO Search Committee be authorized to work with County Counsel and the Ad Hoc Executive Committee **to take appropriate actions to finalize the benefits package required for the LACAHSAs CEO position.**
3. That the Ad Hoc Executive Committee be authorized to **identify at least one additional government entity** to support LACAHSAs operations as a comparison (such as LA Metro) and **report back on potential partners within 30 days.**

APPENDIX

Example Operations and Structure Scenario

Government Incubator: LA Auditor-Controller

Government Incubator: continuation of current structure with a government entity providing temporary core services and incubation support, transitioning out of United Way's existing support until LACAHSAs has more staff infrastructure (a CEO, CFO, and/ or other private entity), including private bank accounts.

Los Angeles County Auditor-Controller	
Services	Accounting, Financial Auditing, Payables/Payroll Services
Staffing	Principal Accountant, Supervising Accountant, Accountant III
Monthly Labor Cost Estimate	\$7,498.15 (55 hours/month)
Annual Labor Cost Estimate	\$89,978 (billed for time and materials)

Operations Proposed Timeline: LACAHSA's Formation Needs



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